

Health care management

The Practice of Management for Health Care Professionals. Rita E. Numerof. 583 pp. Illust. Prentice-Hall Canada Inc., Scarborough, Ont., 1982. \$39. ISBN 0-8144-5735

This is an eminently readable book for professionals involved in the management of health care operations. It is not a book for planners or social scientists, nor is it a book for most practising physicians or other professionals. The prime market would be hospital administrators, personnel supervisors and chiefs of hospital staffs. Individuals holding similar positions in larger clinics may also find the book useful.

Essentially this book is an adaptation of standard business organizational theory to the health care setting. It is a rarity and a welcome addition to the literature. Business school theorists have tended to overlook the health care industry.

Ms. Numerof covers the area of organizational behaviour extensively and logically. The opening chapters attempt to come to grips with the objectives of nonprofit organizations in general and health care organizations in particular. That this is an important area is underscored by the fact that nearly half of the book is devoted to it. Probably because Ms. Numerof's orientation is sociologic, her coverage of the economic issues arising from the organizational peculiarities of health care institutions is thin in contrast, though adequate.

The second half of the book is an introduction to management theory as related to the health care industry. The discussion is heavily spiced with examples. These are generally short and to the point, and they go a long way toward giving this book its unusual readability (considering the subject matter). The discussion begins with the abstract and ends with the concrete. There are separate chapters delineating much of the sets of theories that contribute to the general theory of management. They are followed by specific discussions on leadership and supervision. There is a strong, well written and particularly useful discussion on organizational theory as applied to a variety of situations. In addition, particular reference is made to sex stereotyping and the difficulties fac-

ing female leaders in health care. Although written by an American, the content is certainly applicable to the Canadian scene.

Strong ideologic viewpoint

Having said all of this, I do have several problems with this book. First, the audience is limited to administrators, managers and those with "line" functions (i.e., personnel supervision) at large institutions. Yet much could be applied to patient management as well. More attention to clinical examples could have expanded the audience considerably. Second, owing to a somewhat rambling style, the book is very long, and this may deter those who prefer a concise approach. Finally, Ms. Numerof writes from a strong ideologic viewpoint. Without passing comment on the ideology (which is very evident in the book), I must say that it does occasionally interfere with an otherwise excellent description and analysis of the subject matter.

My advice to those identified as the market for this book is to buy it as required reading. For others involved in health care and interested in management it will make good reading.

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Physicians at risk

Psychiatric Illness in Physicians. Edited by Samuel E.D. Shortt. 329 pp. Illust. Charles C. Thomas, Publisher, Springfield, Illinois, 1982. Price not stated. ISBN 0-398-04638-7

There was very little in the medical literature about physicians' health problems prior to the mid-1960s. However, more papers were probably written on this subject in the '70s than in any previous decade.

Dr. Samuel Shortt, a medical historian and member of the department of family practice at Queen's University in Kingston, has done a service for all those interested in the well-being of physicians. He has brought together under one cover 26 papers dealing with various aspects of psychiatric illness in physicians.

Several were originally published in the '60s, but the majority were in American journals in the '70s. Six chapters represent Canadian studies.

The book opens with Dr. Shortt's excellent review that was published originally in *CMAJ*. There are nine other sections, containing two to four papers each. The major sections deal with incidence, alcoholism, drug abuse, marital discord, suicide, etiologic factors (one section each being devoted to stress and personality), hospitalization and treatment, and prevention and identification.

This book will be of interest to a wide readership (e.g., "at-risk physicians" [and that seems to include all of us], spouses and the families of physicians). It probably should be required reading for all medical students, if not prospective medical students, and certainly for any faculty of medicine interested in turning out not only qualified but also healthy physicians aware of the hazards of their chosen profession.

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The unborn child

The Secret Life of the Unborn Child. Thomas Verny and John Kelly. 253 pp. Collins Publishers, Don Mills, Ont., 1981. \$15.95. ISBN 0-00-216842-1

The theme of this book is well summarized in the foreword:

- Unborn children are aware, reacting humans, who, from the sixth month (perhaps earlier) lead an active emotional life.

- They can see, hear, taste and, on a primitive level, even learn in utero. Most important, they can feel — though not with an adult's sophistication.

- A corollary to this discovery is that what unborn children feel and perceive can shape their attitudes and expectations of themselves. Their perception of themselves depends, in part, on the messages they get while in the womb.

- The chief source of these shaping messages is the mother. Her chronic anxiety or wrenching ambivalence about motherhood can leave a deep scar on the child's personality.

● Life-enhancing emotions such as joy and anticipation can contribute significantly to the emotional development of a healthy child.

● A husband's feelings about his wife and unborn child are one of the most important factors determining the success of the pregnancy.

The following 11 chapters describe aspects of the intrauterine life of the baby, the importance of the birth experience for mother and child, and bonding and emotional development in the first year of life. The work of Klaus and Kernel is the major reference source in the chapter on extrauterine bonding. The author touches on issues of parenting and then goes back to an earlier theme — the establishment of prenatal memories and their retrieval. The author hypothesizes that state-dependent learning takes place when adrenocorticotropin produced by stress overcomes the amnesic effect of oxytocin (the latter has been shown in studies with animals) and that in subsequent stress situations — while under the influence of hypnosis, psychotherapy or certain drugs — what was learned will be recalled. The final chapter examines issues around abortion, surrogate parents and "test-tube" babies. It also briefly mentions the role of the psychiatrist in collaboration with the obstetrician and that of the pediatrician who has patients in neonatal intensive care units. Working mothers are advised to take extended pregnancy leave from the last trimester through the first year of the child's life.

Intense maternal anxiety hazardous to the fetus

I found chapters two to four the most interesting. Dr. Verny recounts research showing that the fetus at 10 weeks will squirm if the mother's abdomen is prodded, by 16 weeks can grimace, at 24 weeks can listen and by 25 weeks will move to the beat of an orchestra drum. Between 28 and 32 weeks the brain develops sufficiently to support consciousness, and the fetus can gradually, on a neuroendocrine basis, begin to experience the hormonal result of the mother's anxiety. Dr. Verny quotes research supporting the idea that the fetus is able to discriminate between

stress that does, or does not, threaten the emotional security of the mother. Stress that is continual and produces intense maternal anxiety is hazardous to the fetus.

Obstetric practice comes in for much criticism, which is not surprising considering Dr. Verny's interests. He states: "For his mother, for his father, his birth may represent an unperishable memory, the fulfillment of a life long dream, but for the child himself it is something much more momentous — an event that imprints itself on his personality. How he is born — whether it is painful or easy, smooth or violent — largely determines who he becomes and how he will view the world around him." Dr. Verny is a psychiatrist. He says: "Among my own patients I have noted what may be one long term effect of a Caesarean birth: an intense craving for all kinds of physical contact. This is probably because the Caesarean's delivery deprives him of the sensual moments a vaginally delivered baby has during birth — both the excruciating pain and the extreme pleasure. These sensual feelings are the forerunners of adult sexuality, and the surgically delivered person may never quite overcome their loss." He fails to mention the indications and circumstances for which cesarean sections are usually performed. Surely these are more important considerations than any causal connection.

One outstanding omission was a discussion of the implications of Dr. Verny's theories for a child given up for adoption.

Fascinating and highly speculative text

This is not a medical text. Should I have reviewed it from the point of view of an expectant mother or that of the physician who might recommend it to her? As a child psychiatrist I found it at times fascinating and in places highly speculative. Dramatic accounts of some extremes of medical practice are followed by more balanced statements. The book might prejudice the non-medical reader without revealing all the facts. As a mother I was struck by the beauty of the first image presented to the reader — that of a

mother-to-be singing a lullaby to her unborn child. However, many mothers, especially those working outside the home who have several children to care for when they come home, might find this image difficult to live up to.

If Dr. Verny set out to raise the awareness of obstetricians, family doctors or psychiatrists (assuming they are able to view the book in its entirety), he might just do so. For today's mother, however, there are further expectations to be met.

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BOOKS

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MEDICAL RADIATION BIOLOGY. Second edition. Donald J. Pizzarello and Richard L. Witcofski. 164 pp. Illust. Lea & Febiger, Philadelphia, 1982. \$22.25. ISBN 0-8121-0834-5

THE MERCK MANUAL OF DIAGNOSIS AND THERAPY. Fourteenth Edition. Volume I. General Medicine. Edited by Robert Berkow. 1524 pp. Illust. Merck & Co., Inc., Rahway, New Jersey, 1982. Price not stated. Paperbound. ISBN 911910-04-2

THE MERCK MANUAL OF DIAGNOSIS AND THERAPY. Fourteenth Edition. Volume II. Gynecology, Obstetrics, Pediatrics, Genetics. Edited by Robert Berkow. 476 pp. Illust. Merck & Co., Inc., Rahway, New Jersey, 1982. Price not stated. Paperbound. ISBN 911910-05-0

OPTICS IN VISION. Foundations of Visual Optics and Associated Computations. Second Edition. Henri Obstfeld. 411 pp. Illust. Butterworths & Co. (Publishers) Ltd., Woburn, Massachusetts, 1982. \$49.95 (US). ISBN 0-407-00240-5

PROCEEDINGS OF THE ROYAL COLLEGE OF PHYSICIANS OF EDINBURGH TRICENTENARY CONGRESS, 1981. Edited by R. Passmore. 416 pp. Illust. The Royal College of Physicians of Edinburgh, Publication No. 56, Edinburgh, Scotland, 1982. £9.50, paperbound

PROSTACYCLIN IN HEALTH AND DISEASE. Lilly Lecture 1981 by John R. Vane. 59 pp. The Royal College of Physicians of Edinburgh, Publication No. 58, Edinburgh, Scotland, 1982. £2, paperbound

ROB & SMITH'S OPERATIVE SURGERY. General Principles, Breast and Extracranial Endocrines. Fourth Edition. Edited by Hugh Dudley and Walter J. Pories. 433 pp. Illust. Butterworths & Co. (Publishers) Ltd., Woburn, Massachusetts, 1982. \$130 (US). ISBN 0-407-00650-8